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ABSTRACT

The objectives of the project have been to recruit minority students to the field of aging, upgrade skills of social service workers already employed in aging agencies, prepare minority students for leadership roles in agencies serving older adults, develop curriculum training materials on agency administration and management, provide integrated field work and classroom instruction, and develop a pool of social workers with special skills in aging administration and management. The program provides a minimum of eight master's-level social work students with stipends and tuition awards and an educationally focused field work placement in an agency specializing in services to older adults. It also funds the development of curriculum and training materials by faculty and provides consultation and support to field agencies, students, and non-grant faculty through specialized training sessions. Collaborative activities with a variety of community-based social service agencies serving all segments of the older adult population are featured in the program design. (MSE)

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ED316121

TITLE:
MINORITY MANAGEMENT TRAINING PROGRAM FOR SOCIAL WORKERS
SPECIALIZING IN AGING

Scope:
Preparing Social Workers for Administrative and Management Roles:
Serving Older Adults and Families

Grantee:
Department of Social Work
California State University Long Beach

Department Chair:
Jim Kelly, PhD

Principal Investigator:
Jan Black, LCSW

Project Coordinator:
Ruthann L. Rountree, MSW, MDiv

Funding Agency:
Administration on Aging
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$142,114

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AASCU/ERIC Model Programs Inventory Project

The AASCU/ERIC Model Programs Inventory is a two-year project seeking to establish and test a model system for collecting and disseminating information on model programs at AASCU-member institutions--375 of the public four-year colleges and universities in the United States.

The four objectives of the project are:

- To increase the information on model programs available to all institutions through the ERIC system
- To encourage the use of the ERIC system by AASCU institutions
- To improve AASCU's ability to know about, and share information on, activities at member institutions, and
- To test a model for collaboration with ERIC that other national organizations might adopt.

The AASCU/ERIC Model Programs Inventory Project is funded with a grant from the Fund for the Improvement of Postsecondary Education to the American Association of State Colleges and Universities, in collaboration with the ERIC Clearinghouse on Higher Education at The George Washington University.

ABSTRACT

CSULB FOUNDATION

PRIORITY AREA 9.201

MINORITY MANAGEMENT TRAINING PROGRAM FOR SOCIAL WORKERS SPECIALIZING IN AGING

A program in minority management training, including an educational field placement implemented by the Department of Social Work, CSULB in collaboration with local Area Agencies on Aging and other community-based agencies serving older adults.

The focus of the project is to recruit minority students to the field of aging, to upgrade skills of social service workers already employed in aging agencies, to prepare minority students for leadership roles in Agencies serving older adults. to develop curriculum training materials on agency administration/management, to provide an integrated field work and classroom education, and to develop a labor pool of social workers with special skills in aging, administration/management.

A minimum of 8 students will receive stipends and tuition awards and complete an educationally focued field work placement in an agency specializing in services to older adults. The grant will fund faculty to develop curriculum and training materials, provide consultation and support to field agencies, students and non-grant faculty.

KEY WORDS: Aging, Older Adults and Elderly, Community Based Organizations, Curriculum Development, Education and Training, Gerontology Training, Interagency Cooperation, Minorities, Administrative Social Work, Social Services, Management Training

INTRODUCTION

This paper presents a unique collaborative approach to the training of MSW students in the concentration area of older adults and families, with a special emphasis on the development of administration and management related skills. This approach is utilized by an MSW program in a large urban University, and specifically targets community based agencies serving ethnic minority population groups as primary participants. The model presents a plan for the development of collaborative relationships, educationally focused field work experiences, specialized in-service training sessions, and avenues for curriculum development to assure the integration of theoretical and organizational concepts with practice skill development.

Collaborative activities are taking place with a variety of community based social service agencies, serving all segments of the older adult population. Recruitment efforts at both the community agency level and MSW student level are discussed, as are strategies for job placement opportunities for the students after completion of the specialized training and MSW degree.

The program model has relevance nationally to social work educators, social work practitioners, and to agency administrators who are confronting the realities of recruiting qualified individuals for leadership positions, in an era of economic retrenchment.

OVERVIEW RELATED LITERATURE

The literature available on training for minorities in administration/management is limited. That which exists specifies the following:

1 - number of available minority managers falls below the anticipated level of need to serve the ethnic elderly
2 - need to develop curriculum to address the special needs of Administrators in Social Work as well as Minority Administrators in Social Work
3 - need to develop cross-cultural field supervision to enhance practice curriculum
4 - need to develop a pool of Administrative Social Workers to move into Agencies serving the Aged

Arguello, D. F. "Minorities in Administration: A review of ethnicity's influence in management." Administration in Social Work, Vol 8(3) Fall 1984

Gonzales, Del Valle, A.; Merdinger, J. and Miller-Wrenn, R. "Transcultural practice: values, knowledge and structure essential to field education" Annual Program Meeting, Council on Social Work Education, Chicago, Ill. 1989

Neugeboren, B. "Field Practica in Social Work Administration: tasks, auspice, selection criteria and outcomes" Journal of Social Work Education 24:2, 151-158 1988

Personnel for Health Needs of the Elderly through year 2020, Report to Congress, Public Health Service, National Institute on Aging, USHHS 9/87

RELATED PROGRAMS

Listing of key projects from "Compendium of Active Grants Under Title IV of the Older Americans Act" Nov 1988, USHHH, Administration on Aging; which focus on Minority Training and Development.

* New York State Office of the Aging, Grant #90AT0304
* North Carolina Central University Public Administration Program, Grant #90AT0306
* Chicago Department on Aging & Disability, Grant #90AT0341
* Delaware State College, Department of Social Work, Grant #90AT0367

BACKGROUND

STATEMENT OF NEED

By the year 2000, there are likely to be 36 million or more elderly in the United States. The fastest growing group, the 85 years old plus category, is expected to double, increasing to almost five and a half million by 2000. Minority elderly will also increase rapidly, with a projection of a 50% increase compared to a 35% increase in the white population by 2000.

Area Agencies on Aging play a primary role in planning, coordinating and assuring the availability of services for the elderly, working closely with nonprofit, voluntary and philanthropic organizations and agencies who provide a variety of services and programs. The increased manpower needs in social services for the growing elderly population, and the more rapid growth of those considered at risk, minorities and the "old old", present unique challenges and opportunities for service coordinators and providers. There is an increasing demand for individuals with a knowledge base not only about older adults, but about administration and program management to provide the leadership in these agencies, at county, state and national levels, and within the public and private sector.

Los Angeles and Orange Counties have experienced major growth in both age and ethnic composition during the past decade. In Los Angeles County, it is projected that by 1990, ethnic minorities will in fact be the majority population. Los Angeles is predicted to continue to be a growth center, and is expected to become the largest city in the nation, with 10.6 milion people by 2033. (U.S. News and World Report, May 9, 1983).

BACKGROUND

The ethnic distribution in Los Angeles County is currently 53% Anglo, 28% Hispanic, 13%Black, 6%Asian and 1% Native American. Over 2 million people have come from other countries since 1970 to settle in the Los Angeles basin. (L.A. Times, June 13, 1983.)

In the last decade, all 26 cities and numerous unincorporated communities in Orange County experienced population increases, with a current total population for the County at 1,932,709. The County's age composition also underwent change in the last decade. The population 60 and over now accounts for 12% of the total population. This population increase has primarily been the result of migration rather than a natural increase. Ethnic composition has also shown signficiant change in the last 10 years. The 1980 census indicates that 14% of the populaton is non-white, compared to less than 3% non-white in 1970. Since the 1980 census, there has been a steady influx of refugees and immigrants from Mexico, South and Central Amrica and the Southeast Asian countries into the Orange County area. Both the Asian population and the Hispanic population in Orange County are over twice the nation average.

Many professionals are capable of and in fact, assume administrative and/or management responsibilities in the various agencies serving older adults. The profession of social work has a special and unique knowledge base, which coupled with expertise in working with older adults and their families and administrative skills produces highly qualified individuals for available management and administrative positions.

BACKGROUND

Particular attention needs to be directed to the development of ethnic individuals as candidates for these administrative/management posisitons, to reflect the diverse population groups located in our communities.

Schools of social work have traditionally been a primary trainer of individuals for both direct practice and indirect practice (administration/management) positions. The number of individuals, however, that have chosen Aging as a concentration area has diminshed significantly over the past decade.

A 1984 Survey conducted by the Council on Social Work Education found that MSW programs are producing no more than about 600 graduate per year in the field of aging, with a signficiantly fewer number having received specific training, both academic/theoretical concepts and field work experience, in administrtive and/or management level tasks and activities. Only 5% of the total enrollled MSW students as of 11/1/84 were enrolled in an aging concentration. These statistics reflect numbers far below the projected need, and further reduces the pool of MSW's qualified to provide administrative leadership in Area Agencies on Aging and other community based agencies providing services to older adults.

California State University, Long Beach opened its MSW program in September 1985. The program has an advanced practice focus, with a specialization in the area of "Aging and Families."

It emphasizes services in public and private non-profit agencies in the adjacent communities, rather that private individual clinical practice, and offers a well developed part-time as well as the traditional full-time model of the program. The part-time model has allowed a large number of individuals already employed in social services systems access to the MSW degree, thereby increasing their knowledge and skill base and the quality of their practice. The overall mission of this graduate program is to educate students to the values and ethics of the profession, develop students' skills in ethnic sensitive practice, and enhance the quality of social work services provided in commuity agencies. The program provides each student with exposure to, knowledge of, and experience with ethnic diversity. The Department of Social Work faculty come from a diversity of ethnic/cultural backgrounds, and have rich connections to the Black, Asian, Native American and Hispanic communities. Additionally, this graduate program has the largest number of ethnic minority students of any graduate social work program in the United States, with the exception of Fordham University and the University of Puerto Rico.

In response to the demographic characteristics of the surrounding communities, and the anticipated labor needs, the Department of Social Work CSULB is proposing a collaborative effort between 2 local Area Agencies on Aging and 6 community based agencies serving the older adult population.

DESCRIPTION

This project encourages collaborative efforts among a variety of agencies and the University in the area of training and education in administration and management for services to the elderly population in the surrounding commuities. The model will provide a relevant strategy to maximize both the skills of human service providers and the contributions of agencies to provide services for this older adult population. This effort focuses on he preparation of MSW students of ethnic minority background, for administrative positions within local agencies serving older adults.

The goals and objecties of this grant are:

1. Attract minority students to the field of Aging;

2. To upgrade the skills of social service workers already employed in aging agencies in areas of management and administration;

3. To prepare minority students for leadership roles in Area Agencies on Aging and community based programs providing services to older adults.

4. To develop training and curriculum materials in areas of administration and management for use in MSW programs and community based agencies.

5. Provide an integrated field work/classroom education

6. To develop a labor pool of gerontological and geriatric social workers, with specialized skills in administration, management and aging.

DESCRIPTION

Staffing Pattern: Personnel and Qualifications

A. CSULB Department of Social Work: Project Director, Project Coordinator, Faculty Field Liasons, and a student Graduate Assistant. 1. The Project Director will assume overall responsibility for the operation of the project, overseeting the submision of necessary reports disbursement of funds from CSULB Foundation, and assuring that all goals and objective timelines are proceding in a timely and appropriate manner.

2. The Project Coordinator (grant supported faculty) will be responsible for the direction and specific acitvities of the project. He/She will be responsible for the accomplishment of indicated goals in a timely manner, and will work closely with the Project Director to assure the coordination of activities. He/She will also be the designated faculty based Field Instructor for students funded under this grant who are placed in an agency where there is not an MSW/LCSW available to be the Field Instructor.

3. Field Liasons will be responsible for teaching the Field Work Seminar to those students who are funded under this grant, in addition to 4-5 students placed in other agencies throughout the surrounding communities.

Additionally, all faculty will be responsible for the review and subseuqent development of curriculum content, including content units or modules, and/or training materials and tools to enhance the students learning experience both in the Field Work setting and in the academic setting. Integration of classroom and Field Work will be a focus of the curriculum development.

4. The Graduate Assistant will be responsible for all secreterial functions to support the project's operation, including typing, arranging meetings, filing all project materials, monitoring requisitions and communitcation with the Project Director and the Project Coordinator. He/She will also be responsible for additional support tasks, such as video taping, xeroxing, and organization of materials.

B. Field Instructors play an integral role in the training and mentoring of the students that will participate in the grant. These field instructors are MSW/LCSW social workers employed in an Administrative capacity in an Agency serving Older Adults. Special efforts to locate minority field instructors and agencies servining ethnic minority older adults are priority facilities for placing students on the grant.

Developmental acitvities for this project will take place at Department of Social Work, California State Univesity, Long Beach. The University is located within a reasonable distance from all of the participatng agencies, to facillitate travel for liaison visits and consultation/technical assistance meetings. All Department of Social Work facutly are located in the Psychology Building for ease of collaboration and interaction, and the Project Coordinator will also have access to various other departments and resources of the University as are necessary.

DESCRIPTION

Relationship of Budget to Level of Effort

A. Federal Funds: A total of $147,873.60 of federal dollars was awarded for this project. Funds will be utilized to provide funding for 1 full-time CSULB Faculty member, a Graduate Assistant and necessary supplies and materials. Additionally, the grant will support 8 MSW students in stipended Field Work placements and will provide tuition awards for each of the students.

B. Matching Funds: An in-kind match of $54,684 will be provided by the Department of Social Work. This match will be contributed through in-kind services of the following Department of Social Work faculty: Dr. James Kelly is known internationally for his expertise in aging and his training development activities. Dr. Catherine Goodman has just completed the administration of an AOA grant focusing on Alzheimers Disease and issues of Caregivers, and has rich experience and expertise in the aging curriulum area. Dr. Raymond Berger is a nationally known expert in aging, with numerous publications in the area of sexuality and aging and home health care, and is Chair of the Research/Thesis sequence in the Department. Dr's. John Oliver, Kenneth Chau, and Paul Juarez have made significant contributions to the cross cultural models of practice utilized in the MSW program.

Collaborative Efforts and Commitment to the Project

Eight community based aging programs have indicated their commitment to participation in this project, including having an administrative/management focus student placed with them for a Field Work experience, participating in the develoment of relevant curriculum and training materials for use in the University curriculum and in community agencies, and assisting in job placement of the students at the end of the grant period. These agencies provide a wide variety of experiences and are a representative sample of the array of programs for the elderly in this area. Field Instructors from each agency will work closely with the Project Coordinator (grant faculty) around the coordination of the educationally based field placement, development of relevant and applicable curriculum content in aging, and will participate in the evaluation of the proejct. There will be a coordinated effort to identify prospective students currently employed in each of the agencies for participation in the program, as well as job search and placement efforts to asure employment within agencies providing services to older adults for both stipended students, and other graduates of the MSW program with skills and expertise in services to older adults and their families.

DESCRIPTION

Operational Aspects

(a) Student Recruitment/Admission policies

Students selected to receive funds under this project will meet all regular CSULB admission requirements for graduate study, as well as the Department of Social Work criteria for admission to the MSW program, and will be enrolled in the Aging and Families concentration of the program. Recruitment meetings will be held in each of the participating agencies to identify prospective studetns who are already employed in the agency, and who wish to upgrade their knowledge and skills.

(b) Description of the Traineeship (Field Work Placement)

Each student receiving a stipend from the grant will compelte a 500 hour Field Work placement at one of the participating agencies, spending 16 hours per week in the Field Work placement, and concurrently taking an academic courseload. Students will be second year level. The focus of the field work placement will be on administration/management/program development and program evaluation areas, assisting the student to develop skills in management, organizational development, networking and planning.

DESCRIPTION

An individual Field Instructor will be designated for each student. The Field Instructor must be an MSW with at least 2 years post MSW experience, and meet all other critera established by the University. If there is not a qualified Field Instructor employed by the agency, the grant faculty will assume the primary Field Instructor responsibilities, with an agency employee designated to provide on-site supervision and training.

The Field Instructor will develop and supervise the learning experience, and assist the student in developing a formalized learning contract. Students receive a minimum of 1 hour/week individual supervision from the Field Instructor. Additionally, students participate in a Field Work Seminar meeting 1 and 1/2 hours per week at the University. The seminar provides an opportunity for students to examine and understand their professional roles, and helps them in the examination and integration of personal and professional values. The Seminar will be taught by the grant faculty, who also serves as the agency liaision. In this capacity, they will visit the student and Field Instructor in the Field Work placement setting once each semester, to review student progress, and to further enhance the integration of field work and classroom curriculum.

(c) Classroom Curriculum

Participating students will have completed foundation courses in social work policy, practice, human behavior/development and research prior to the beginning of the grant period. They will concurrently be enrolled in coursework that focuses on social work practice with groups and families, administration, management and program development, an advanced policy course focusing on critical policy issues related to older Adults, and a choice of electives. The project creates learning and growth opportunities at several levels: students will receive integrated fieldwork/classroom experience, field faculty will benefit from field seminars on aging/administration issues. faculty will identify new areas for curriculum development.

(d) Field Practicums

Eight agencies and/or programs for older adults have made a commitment to having a student placed in their agency. These agencies reflect a wide range of service delivery systems, and serve a diversity of ethnic and cultural populations. Each student will be exposed to a variety of practice experiences during the placement period focusing on development of knowledge and skills in agency administration and management.

RESULTS

NOTE: ADDITIONAL RESULTS WILL BE AVAILABLE AT THE CONCLUSION OF THE GRANT PERIOD

This project is a minority management training program, provides both didactic and theoretical content on management and administration, and an educational field work placement (internship) in one of the participating agencies.

RESULTS YEAR TO DATE Project objectives/activities

Goal 1. Attract minority students to the field of Aging

Objective A. Target recruitment efforts to attract minority students to the MSW program at CSULB.

Special press release to local radio and newpaper media that reach the racial/ethnic minority community.

Goal 2. Upgrade the skills of social service workers already employed in aging agencies in areas of management and administration

Objective A. Target recruitment efforts to include agencies where prospective students are employed

Special efforts were made to locate students currently employed with Area Agencies on Aging, Adult Protective Services, Hospital and Community Service Organizations serving Older Adults

Objective B. Continue to offer the part-time model of the MSW program to attract individuals who need to continue working while accessing the degree.

Approximately 20% of the Fall class are p/t, Aging track minority individuals

Goal 3. Prepare minority students for leadership roles in Area Agencies on Aging and commuity based programs.

Objective A. Provide 8 stipended field work placements in agencies providing an administrative/management focus.

A total of 7 students have received stipends and special training in Administration/Aging in Field Settings.

Objective B. Provide curriculum content and applied practice experiences focusing on administration and management knowledge and skills.

Faculty Field liasons have facilitated two conjoint field/class placement experiences for a two semester placement and a special summer block

Goal 4. Develop training and curriculum materials in administration and management.

Objective A. Review current curriculum content related to administration and management in academic coursework and field work sequence.

Objective B. Identify gaps in curriculum content

Objective C. Develop specific content units or modules for use in the University and in community agencies

One Administration and Aging course developed, SW 670/671 which includes Course reading pack, Administration in Social Work Book and course assignments. Additional curriculum being developed.

Goal 5. Provide integrated Field Work classroom education.

Objective A. Develop an educationally based learning experience for a Field Work student at each of the participating agencies.

Developed seven Administrative field placements in Aging, each student completed a 500 hour placement and participated in a weekly field seminar

Objective B. Coordinate learning experiences in Field Work with classroom course content.

Conducted one seminar on Administration and one on Cross-cultural issues for field and students

Objective C. Provide individualized experiences, utilizing a formal Learning Contract and identified learning objecties and goals for each student.

Each student developed a learning contract that was administrative focused

Goal 6. To develop a manpower pool of gerontological and geriatric social workers, with specialized skills in management and admnistration.

Objective A. Produce students with exceptional knowledge and skill in administration/management and professional social work practice.

Student evaluations and follow-up pending

Objective B. Provide assistance to agencies and students in job search and recruitment activities.

Co-sponsored a job fair for students in March 89

CONCLUSIONS AND RECOMMENDATIONS
DISSEMINATION AND UTILIZATION

Experience and knowledge gained through this project will be disseminated in a variety of ways, including the preparation of several products, sharing of information with other Schools of Social Work and agencies serving older adults, and through attendance and paper presentations at numerous local and national meetings.

The development of curriculum content relating specifically to the development of skills in agency management and administration, with a particular focus on the older adult population and ethnic elderly will provide helpful information and needed resource materials to other Schools of Social Work who are considering a concentration in Aging and Families or in Administration and Management. Specific training materials and teaching tools related to this focus area will be developed during the grant period, and will be made available to interested educational institutions or providers upon request.

Papers will be prepared for presentation at the Council on Social Work Education Annual Program meeting, the National Committee on Part-Time Social Work Education Symposium, Gerontological Society of America Scientific meeting and the American Society on Aging conference. Presentations of the projects objecties, outcomes and products will be prepared for a variety of interested community groups, including the Advisory Boards of participating agencies, the Advisory Board of the

Department of Social Work, Los Angeles and Orange County Board of Supervisors, other county Area on Aging offices, and other community agencies, groups and organizations.

Additionally, a report of the grant project will be prepared for presentation to local, state and national National Association of Social Workers meetings, and for publication in the NASW NEWS, the national publication of NASW and the California NEWS, the California publication of the association. Articles will also be submitted for publication in the Journal of Education for Social Work and Educational Gerontology.

The target audience for these various presentations includes health profesionals, educators, administrators, program planners, supervisors and consumers, among other. Since quality education, recruiting minority students, adapting to the needs of working students, field/classroom coordination and highly skilled and trained managers and administrators are important considerations for all social work educational programs and for all agencies or groups providing services for the elderly, there will be a ready audience for new approaches.

The results and products from this grant will also be shared in information sessions and recruitment mailings for prospective students. Presentations will also be made to cmmunity based agencies, particularly those serving the ethnic communities, to support the attraction of minority students to the MSW program, and to highlight the needs for management and administrative knowledge and leadership in the field of aging.